

Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Thursday, June 21, 2018 at the hour of 8:30 A.M. at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

**I. Attendance/Call to Order**

Chairman Richardson-Lowry called the meeting to order.

Present: Chairman Mary B. Richardson-Lowry and Directors Mary Driscoll, RN, MPH and Sidney A. Thomas, MSW (3)

Board Chairman M. Hill Hammock (ex-officio) and Directors Ada Mary Gugenheim and Emilie N. Junge

Absent: None (0)

Additional attendees and/or presenters were:

Debra Carey – Deputy Chief Executive Officer,  
Operations  
Nick Krasucki – Equal Employment Opportunity  
Director  
Jeff McCutchan –General Counsel

Barbara Pryor – Interim Chief Human Resources  
Officer  
Deborah Santana – Secretary to the Board  
John Jay Shannon, MD – Chief Executive Officer

The next meeting of the Committee will be held on Thursday, August 23, 2018 at 8:30 A.M.

**II. Public Speakers**

Chairman Richardson-Lowry asked the Secretary to call upon the registered public speakers.

The Secretary responded that there were none present.

**III. Action Items**

**A. Minutes of the Human Resources Committee Meeting of April 18, 2018**

Director Thomas, seconded by Chairman Richardson-Lowry, moved to accept the minutes of the meeting of the Human Resources Committee of April 18, 2018. THE MOTION CARRIED UNANIMOUSLY.

**B. Any items listed under Sections III and V**

**IV. Report from Interim Chief of Human Resources (Attachment #1)**

Barbara Pryor, Interim Chief Human Resources Officer, reviewed her report, which included information on the following subjects:

#### **IV. Report from Interim Chief of Human Resources (continued)**

Impact 2020 – CCHHS HR Strategies

##### Focus Area 1 – Deliver High Quality Care

*Tactic 1.5(d)* Develop cultural competency of workforce

*Measurement/Milestone:* conduct annual employee training

- Federal Mandates and Regulations
- Scope of the Challenge: U.S. Demographics
- Cook County, Illinois Population
- CCHHS Employee Population – Race and Ethnicity
- CCHHS Patient Population – Visits by Race / Ethnicity
- Equal Employment Opportunity (EEO) Division – Cultural Competency Training
- Annual Education
- Definitions of Diversity, Inclusion, Culture and Cultural Competence

*Tactic 1.5* Recruit Bi-Lingual Staff

*Measurement/Milestone:* review tracking of bi-lingual hires to determine a way to measure progress

- Target news outlets that focus on ethnic minorities for advertising of job openings, ie. online, journals and newspapers
- Adding “preferred qualification” to include bi-lingual in job descriptions upon request
- Working with targeting specific job descriptions to add minimum requirements
- HR to work with senior leaders to identify patient-facing positions where it would be beneficial to have bi-lingual personnel

Metrics - HR Activity Report:

- Improve / Reduce Average Time to Hire Through 5/31/18
- HR Activity Report – Open Vacancies
- Hiring Snapshot
- Licensed Nurses Hiring Snapshot

Nick Krasucki, EEO Director, reviewed the information provided on Cultural Competence training.

Director Driscoll expressed an interest in receiving information on how the staff at the Ambulatory and Community Health Network (ACHN) clinics breaks down in terms of bi-lingual positions. Since the clinics are located in different geographic areas and service certain populations, she is interested to see how that breakdown compares to the dominant languages of the communities. Ms. Pryor responded that the information can be provided.

With regard to the metrics, Director Junge inquired whether information on the net new nursing vacancies filled can be provided. Dr. John Jay Shannon, Chief Executive Officer, responded affirmatively; he noted that this information had previously been provided on a quarterly basis. He added that the Committee should do a periodic deep dive on nursing.

**IV. Report from Interim Chief of Human Resources (continued)**

Director Thomas inquired whether a report can be provided on vacancies and positions in process that impact revenue cycle operations. Board Chairman Hammock agreed that this report would be very helpful and timely, considering the upcoming budget discussions that will be held. He asked Ms. Pryor to work with Ekerete Akpan, Chief Financial Officer, to prepare and present this information.

Director Thomas noted that the Committee previously received an activity report with information on current vacancies that included the “other” category; he inquired whether this can be regularly provided. Ms. Pryor responded affirmatively; she stated that she will send that information out as an addendum.

**V. Closed Meeting Items**

- A. Report from Chief of Human Resources**
- B. Discussion of personnel matters**
- C. Update on labor negotiations**
- D. Discussion of litigation matters**

The Committee did not recess into a closed meeting.

**VI. Adjourn**

As the agenda was exhausted, Chairman Richardson-Lowry declared the meeting  
ADJOURNED.

Respectfully submitted,  
Human Resources Committee of the  
Board of Directors of the  
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Mary B. Richardson-Lowry, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Deborah Santana, Secretary

Requests/Follow-up:

- Request: Request for information on how the breakdown of staff with regard to bi-lingual positions at the ACHN clinics compares to the dominant languages of the communities. Page 2
- Request: Request for data on the net new nursing vacancies filled. Page 3
- Request: Request for a report on vacancies and positions in process that impact revenue cycle operations. Page 3
- Request: Request for regular reports to be provided regarding current vacancies that include the “other” departmental category. Page 3

Cook County Health and Hospitals System  
Human Resources Committee Meeting Minutes  
June 21, 2018

ATTACHMENT #1

# **COOK COUNTY HEALTH & HOSPITALS SYSTEM**

## **Human Resources Committee**

**Barbara Pryor**

**Deputy Chief Human Resources Officer**

**June 21, 2018**



# Impact 2020 – CCHHS HR Strategies

## Focus Area 1: Deliver High Quality Care

### Principals Impacted:



Improve Health Equity



Provide High Quality, Safe Care



Develop the Workforce

### Objective

1.5 - CCHHS will work to ensure that patients receive Culturally and Linguistically Appropriate Services (CLAS) through effective, understandable and respectful care, provided in a manner compatible with cultural health beliefs and practices and preferred language.

Highlighted Tactic	Measurements/Milestones	Goal	Status
1.5 (d) Develop cultural competency of workforce	Conduct annual employee training.	1 <sup>st</sup> QTR 2017 to 1 <sup>st</sup> QTR 2018	1 <sup>st</sup> QTR 2018 to 1 <sup>st</sup> QTR 2019 Adjusted Goal
1.5 Recruit Bi-Lingual Staff	Review tracking of bi-lingual hires to determine a way to measure progress.	2 <sup>nd</sup> QTR 2018	On Going



# More Than Just Diversity, HR Must Develop an Environment of Cultural Competence





# More Than Just Diversity, HR Must Develop a Cultural Competence

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- We are facing a dynamic and consistent cultural shift in the U.S.
- To ensure competitive advantage HR professionals need to be aware of the new cultural dynamics and become competent in the cultural diversity of the workforce of the future.
- Population research conducted by the [U.S. Census Bureau](#) indicates that by 2020 over 50% of the children in the U.S. will be majority-minority, and by 2044 the general adult population will follow suit.



# Federal Mandates and Regulations

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- Title VI of the Civil Rights of 1964 considers the denial or delay of medical care due to language barriers to be discrimination.
- Similarly, any medical facility receiving Medicare or Medicaid must provide language assistance to limited English proficiency (LEP) patients.
- In addition, The Joint Commission, requires that interpretation and translation services be provided as necessary.



# Scope of the Challenge: U.S. Demographics

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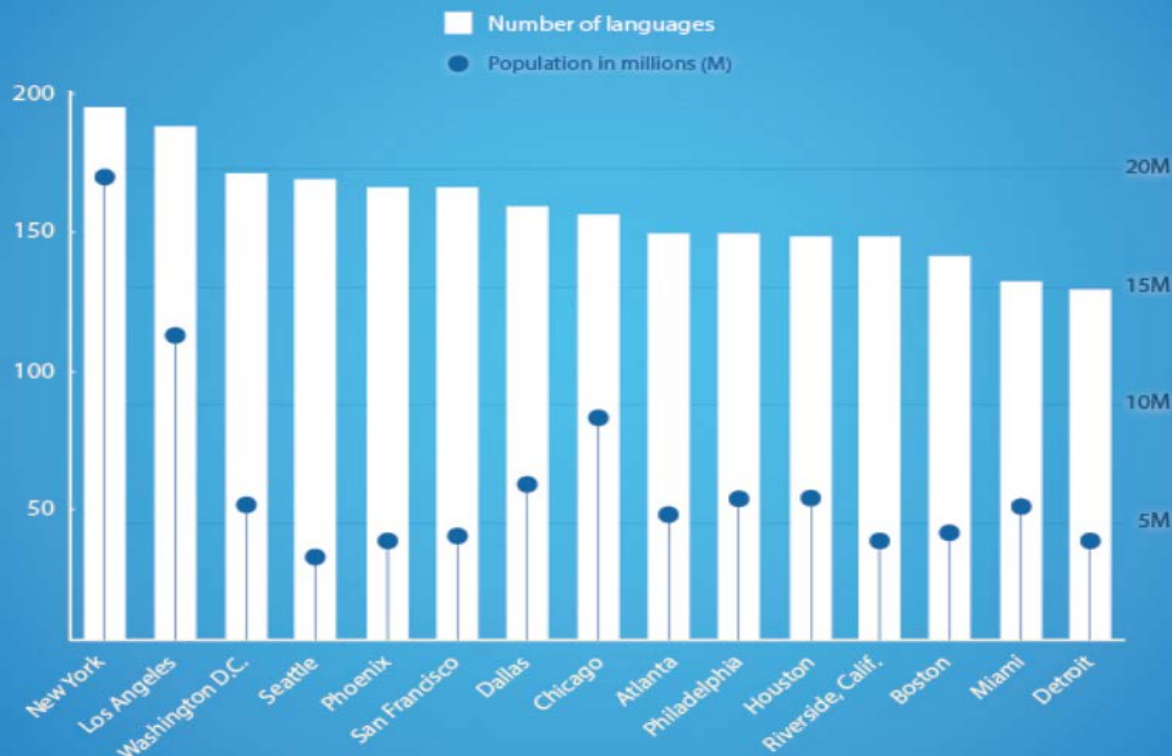
- Almost 35 million U.S. Residents are foreign born.
- Almost 55 million people (19.7% of the U.S. population) speak a language other than English at home.
- More than 24 million people (8.7% of the U.S. population) speak English less than “very well” and are considered limited English patients (LEP).



# Scope of the Challenge: “U.S. Demographics”

As the United States become increasingly diverse, healthcare organizations struggle to provide culturally and linguistically appropriate services (CLAS) for limited English patients.

## Number of Languages Spoken in the 15 Largest Metro Areas



United States<sup>™</sup>  
**Census**  
Bureau

U.S. Department of Commerce  
Economics and Statistics Administration  
U.S. CENSUS BUREAU  
[census.gov](http://census.gov)

Source: 2009-2013 American Community Survey  
For more information, see [www.census.gov/acs](http://www.census.gov/acs)

### Chicago metro area

- At least **153 languages** are spoken at home.

- The top three languages spoken are:

1. Spanish – 1,507,700
2. Asian & Pacific Island – 295,706
3. Polish – 182,859

- 29 percent of the metro area population age 5 and over speak a language other than English at home.

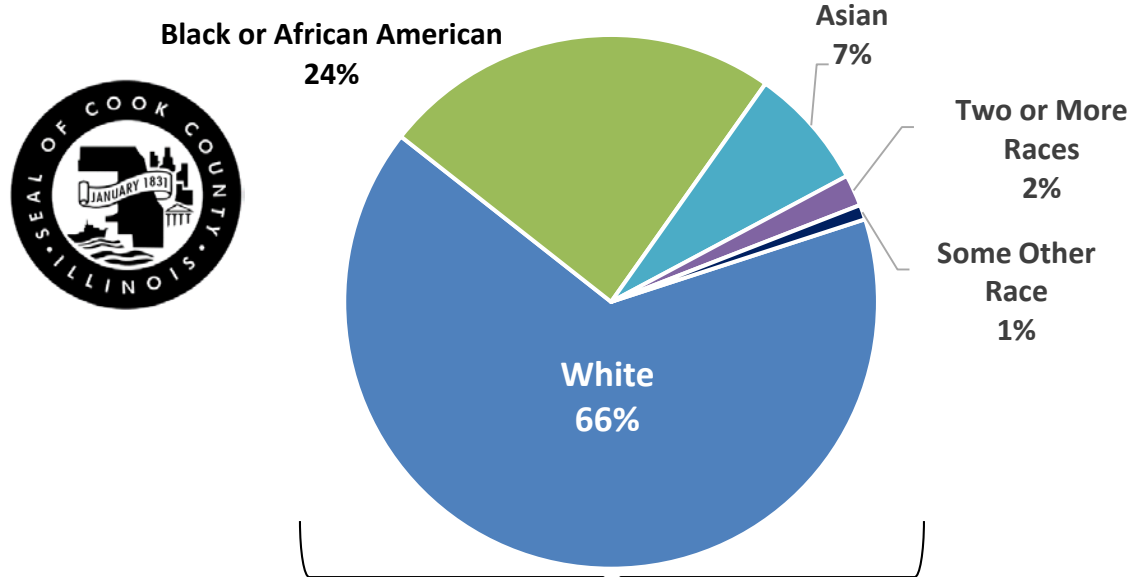


COOK COUNTY HEALTH  
& HOSPITALS SYSTEM  
**CCHHS**

# Cook County, IL Population

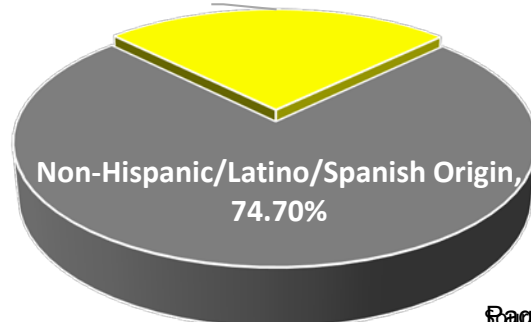
With 5,203,499 people, Cook County is the 1st most populated county in the state of Illinois out of 102 counties.

## Cook County by Race (5,203,499)



## Ethnicity

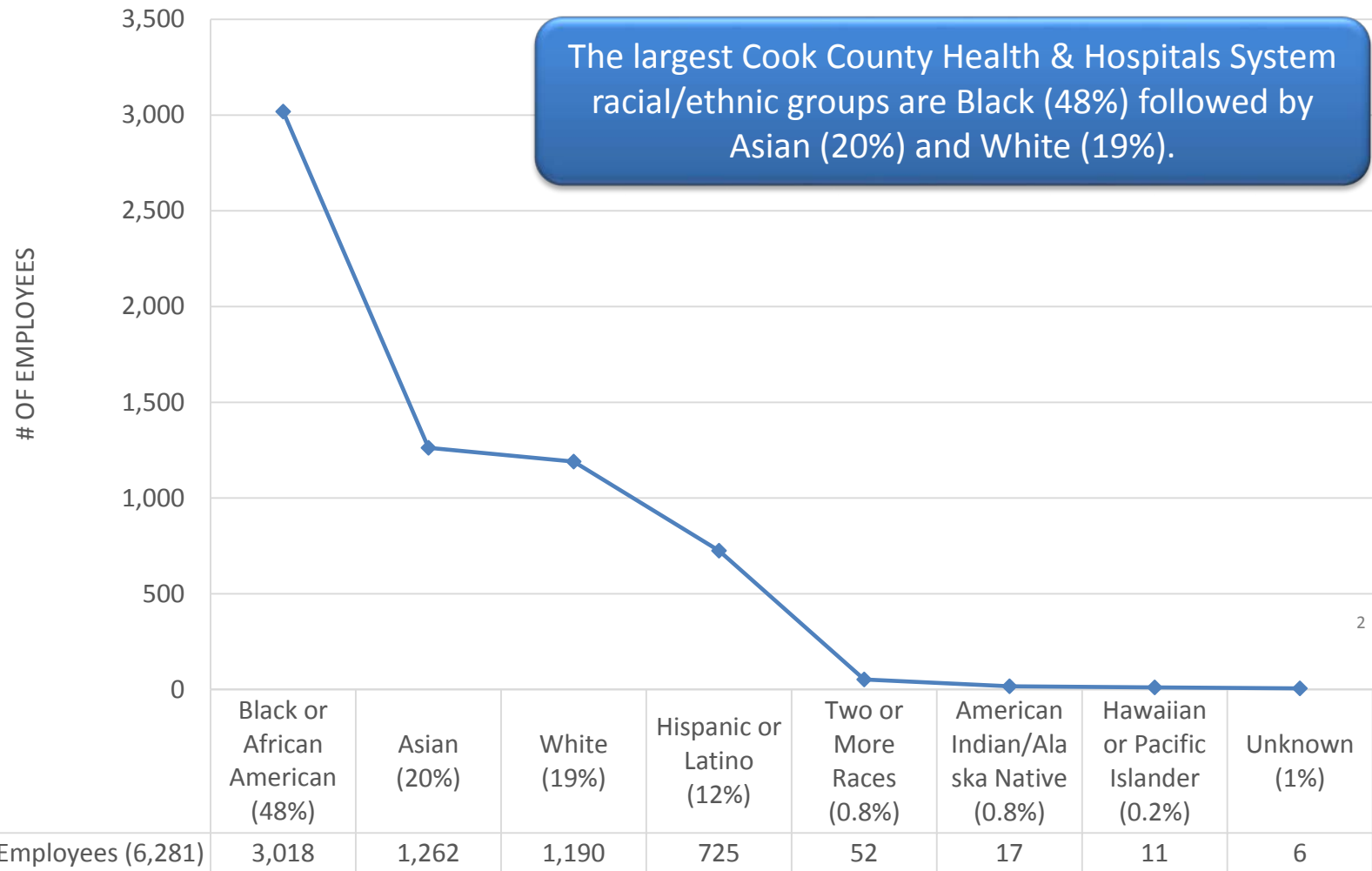
Hispanic/Latino/Spanish Origin,  
25.30%



- According to the United States Census Bureau, the County is racially and ethnically diverse, with a growing Latino and Asian population.
- 25% of Cook County residents are foreign-born and almost all nations are represented among its residents.
- African-Americans make up 24% of the population, Asians 7% and Whites 66%.
- The remainder self identify as Two or More Races or as American Indian, Alaska Native, Native Hawaiian, or Other Pacific Islander (Other Race).
- 25% of residents identify as Hispanic or Latino of Any Race



# CCHHS Employee Population – Race & Ethnicity<sup>1</sup>



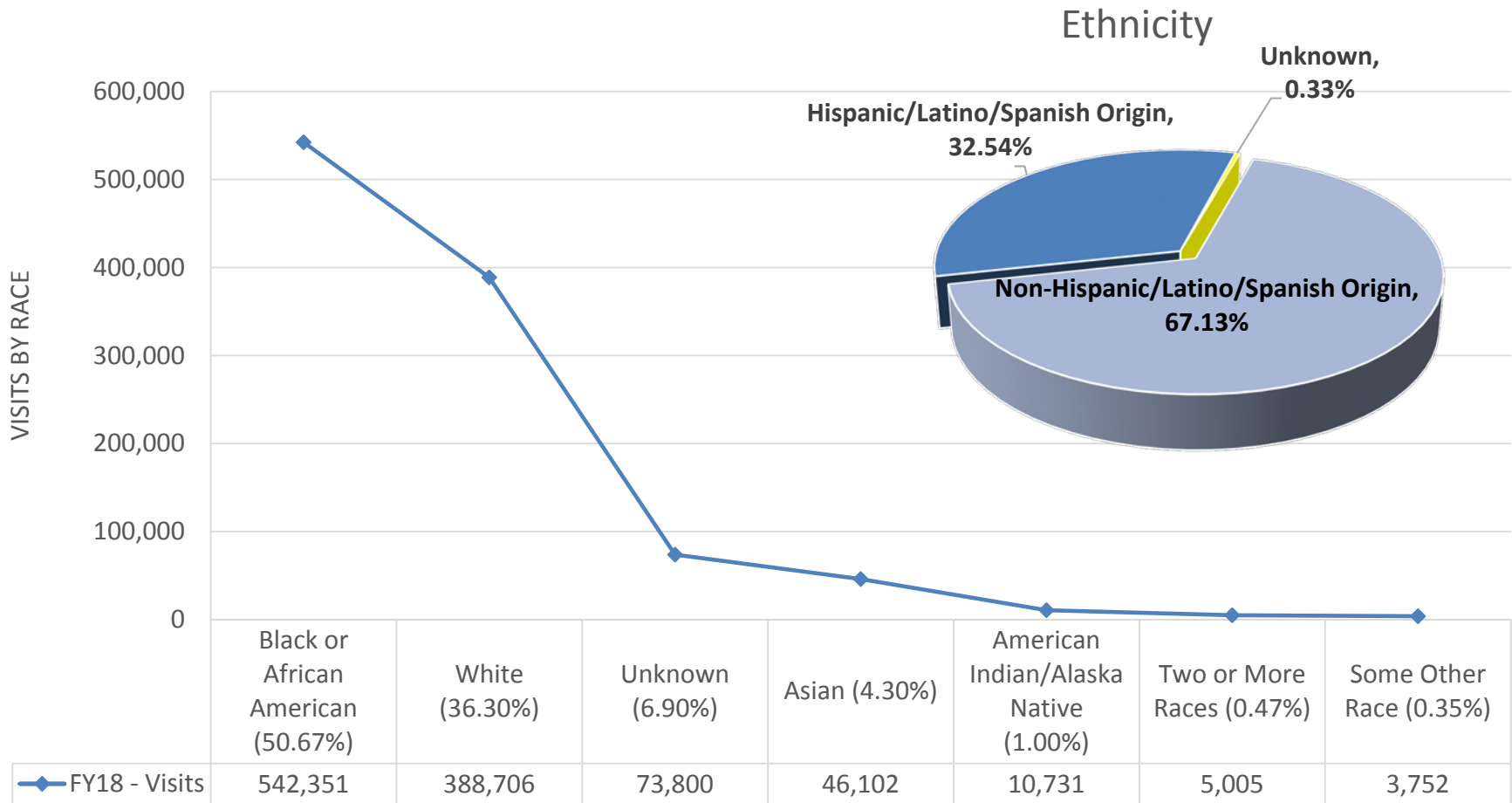
Data as of 06/05/18

<sup>1</sup>Reflects reporting terminology and category as established by the federal government.

<sup>2</sup>Self identification of Race/Ethnicity is voluntary in accordance with the provisions of applicable federal laws, executive orders, and regulations.



# CCHHS Patient Population – Visits by Race / Ethnicity



The largest Cook County Health & Hospitals System visits by patients racial/ethnic groups are Black (51%) followed by White (36%) and Hispanic/Latino (32%).



# Impact 2020 – CCHHS HR Strategies

## 1.5 Recruit Bi-Lingual Staff

- **Strategy Goal:**

- CCHHS will work to hire more bilingual employees.

- **Task:**

- Target news outlets that focus on ethnic minorities for advertising of job openings, ie. online, journals and newspapers.
- Weekly ads in:
  - LaRaza Newspaper
    - Total Circulation 153,620 newspapers
    - Single Copies 26,340 distributed to newspaper (box) kiosk.
    - Home Delivered 127,280 (homes)
    - Neighborhoods:
      - +Logan Square-18,847 delivered and single copies purchased,
      - +Hawthorne 17,556 delivered and 16,543 single copies purchased,
      - +Cragin delivered and single copies purchased,
      - +Eldon, Cicero, Pilsen, Chicago Lawn, Stockyards, Kedzie/Grace, South Chicago, Aurora Waukegan, Wicker Park, Elgin, Division Street, Ravenswood, West Chicago, Melrose Park, Joliet, Stone Park, Franklin Park, Addison, Berwyn Northlake, Irving Park, and Roger's Park.





# Impact 2020 – CCHHS HR Strategies

## 1.5 Recruit Bi-Lingual Staff

Weekly ads in Continued

- Hoy!:
  - The largest Spanish-language newspaper available in newspaper boxes and storefronts across Chicago.
  - HOY! Began advertising 8/1/17.
  - There are 3 components to our advertising with HOY!:
    - 12 month contract to post a rotating display ad
      - ¼ page color (2 publications per week)
      - Wednesday 93,000 newspapers are printed, weekend edition 281,949
    - Facebook Ad - 1 time per month / Facebook 22,784 followers
    - On line Ad (It is called a cube ad)
      - Views 164, 209 clicks on ad since 8/1/17
      - 383,000 monthly average unique visitors
      - 4.8 million monthly average page views
- The Polish Daily News
  - Print Circulation - Weekend 20,000
  - Online AD views per day 2,300
- Increase presence with organizations such as Chicago Cook Workforce Partnership.



# Impact 2020 – CCHHS HR Strategies

## 1.5 Recruit Bi-Lingual Staff

Review tracking of bi-lingual hires to determine a way to measure progress

- Adding "preferred qualification" to include bi-lingual in job descriptions upon request.
- Working with targeting specific job descriptions to add minimum requirements.
- HR to work with senior leaders to identify patient-facing positions where it would be beneficial to have bi-lingual personnel.

Create a unique identifier job code for job descriptions which require bi-lingual employees.



HR will Determine the number of Bi-Lingual Hires by analyzing the job code.



Upon receipt of Request to Hire (s) Classification & Compensation will request a unique job code to identify a bi-lingual position.

If union positions HR must obtain approval from Labor and the respective union.

# Impact 2020 – CCHHS HR Strategies

## 1.5 Recruit Bi-Lingual Staff

Job Title	Arabic % of Employees	Phillipino % of Employees	Polish % of Employees	Spanish % of Employees	Language Not Available % of Employees	Total % of Employees	Total # of Employees
Admin Assistant I	0.00%	0.00%	0.00%	0.47%	0.00%	0.47%	1
Attendant Patient Care	0.00%	0.00%	0.00%	0.88%	0.00%	0.88%	1
Bilingl Patient Care Navigator	0.00%	0.00%	0.00%	2.84%	0.00%	2.84%	4
Business Office Supervisor	0.00%	0.00%	0.00%	0.00%	0.54%	0.54%	1
Call Center Cust Sevice Rep	0.47%	0.00%	0.00%	3.42%	0.00%	3.90%	7
Caseworker	0.00%	0.00%	4.05%	0.00%	0.00%	4.05%	3
Caseworker Mang Unit	1.22%	0.00%	0.54%	1.63%	0.00%	3.40%	5
Clerk V	0.00%	0.00%	0.00%	17.40%	11.17%	28.57%	45
Customer Serv and Self Pay Rep	0.00%	0.00%	0.00%	0.47%	0.00%	0.47%	1
Dental Assistant	0.00%	0.00%	0.00%	0.90%	0.57%	1.47%	2
Health Advocate	0.93%	0.00%	0.00%	2.35%	0.47%	3.75%	6
Health Svces Representative I	0.00%	0.00%	0.00%	0.47%	0.00%	0.47%	1
Interpreter	0.00%	0.00%	2.96%	16.64%	0.00%	19.60%	24
Lung Health Educator	0.00%	0.00%	0.00%	0.93%	0.00%	0.93%	1
Medical Assistant	0.00%	0.00%	0.00%	4.09%	2.74%	6.83%	5
Medical Social Worker III	0.00%	0.00%	0.00%	0.55%	0.00%	0.55%	1
Motor Vehicle Driver I	0.00%	0.00%	0.00%	0.00%	0.45%	0.45%	1
Nutritionist I - DPH	0.00%	0.88%	0.00%	2.32%	0.00%	3.21%	5
Pre-Registration Specialist	0.00%	0.00%	0.00%	1.02%	0.00%	1.02%	2
Program Manager	0.00%	0.00%	0.00%	0.99%	0.00%	0.99%	1
Provider Scheduling Coord	0.00%	0.00%	0.00%	0.54%	0.00%	0.54%	1
Building Service Worker	0.00%	0.00%	0.00%	0.00%	0.92%	0.92%	1
Clerk IV	0.47%	0.00%	0.00%	8.76%	1.03%	10.26%	16
Epidemiologist	0.00%	0.00%	0.00%	0.91%	0.00%	0.91%	1
Epidemiologist	0.00%	0.00%	0.00%	0.47%	0.00%	0.47%	1
Patient Access Supervisor	0.56%	0.00%	0.00%	0.00%	0.00%	0.56%	1
Pharmacy Tech	0.00%	0.00%	0.00%	0.54%	0.00%	0.54%	1
Sanitarian I	0.00%	0.00%	0.00%	0.00%	0.47%	0.47%	1
Ward Clerk	0.00%	0.00%	0.00%	0.94%	0.00%	0.94%	1
Grand Total	3.66%	0.88%	7.55%	69.53%	18.38%	100.00%	141

# Impact 2020 – CCHHS HR Strategies

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## 1.5 (d) Develop cultural competency of workforce

### Equal Employment Opportunity (EEO) Division

### Cultural Competency Training



# Impact 2020 – CCHHS HR Strategies

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## 1.5 (d) Develop cultural competency of workforce

- Annual Education
  - ☐ Anticipate working towards rollout with deadline for completion end of October.
  - ☐ Currently reviewing Annual Education curriculum to ensure compliance with organizational needs and regulatory requirements.
  - ☐ CCHHS Training Council
    - A committee of professionals through which CCHHS can begin to centralize all training and development initiatives, thereby ensuring training is available to all via a training calendar, registration is automated, completions are tracked, and employee records are updated appropriately.



# What is Diversity and Inclusion?

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- Diversity is the full range of human and/or organizational differences and similarities. It is who we are and how we live. Diversity is about understanding and maximizing differences – the variety of perspectives, opinions and contributions that we each bring to the business
- Inclusion is about leveraging diversity to create an environment and culture that is welcoming, collaborative and productive



# What is Culture?



“Culture” refers to the groups or communities with which we share common experiences, attitudes and knowledge. **Culture shapes the way we understand the world.**



CCHHS employs over 6,000 individuals from a wide variety of cultural backgrounds.

CCHHS provides critical health care services to individuals who come from a wide spectrum of cultural backgrounds.

# What is Culture?



Adapted from Gardenswartz & Rowe, *Diverse Teams at Work* (2nd Edition, SHRM, 2003)





# What is Cultural Competence?

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- In short: The ability to interact effectively with people from different cultures.
- Demonstration of behaviors, attitudes, and policies that enable effective work in cross-cultural situations.



# Importance of Cultural Competence:

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## Delivery of Healthcare



- Population growth of racial and ethnic communities presents a challenge to the delivery of healthcare services in this country.



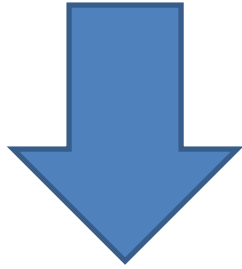
- An Office of Minority Health (OMH) study found significant disparities existed in the treatment and care of these communities.

# Cultural Competency End Goals?

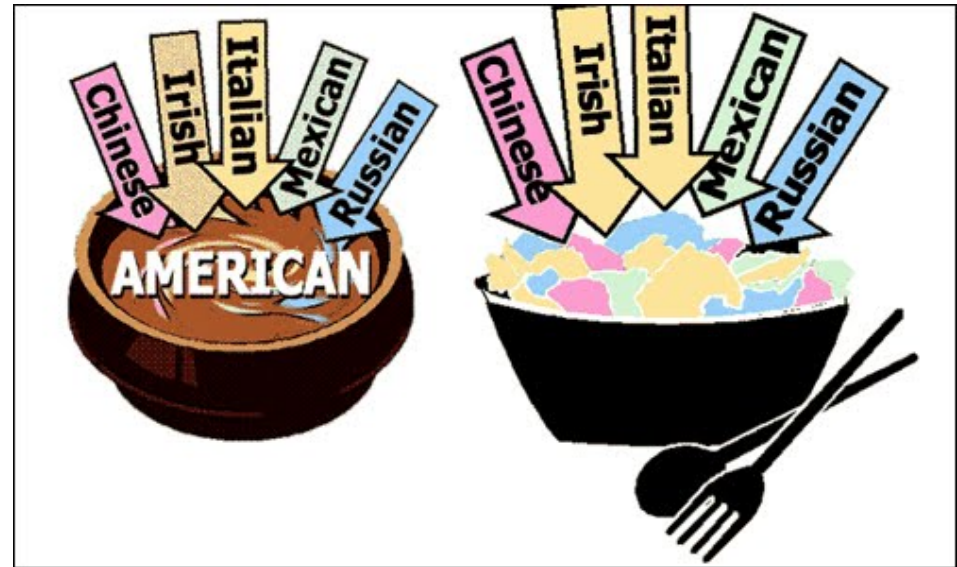
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The Golden Rule

Melting Pot vs.  
Salad Bowl



The Platinum Rule

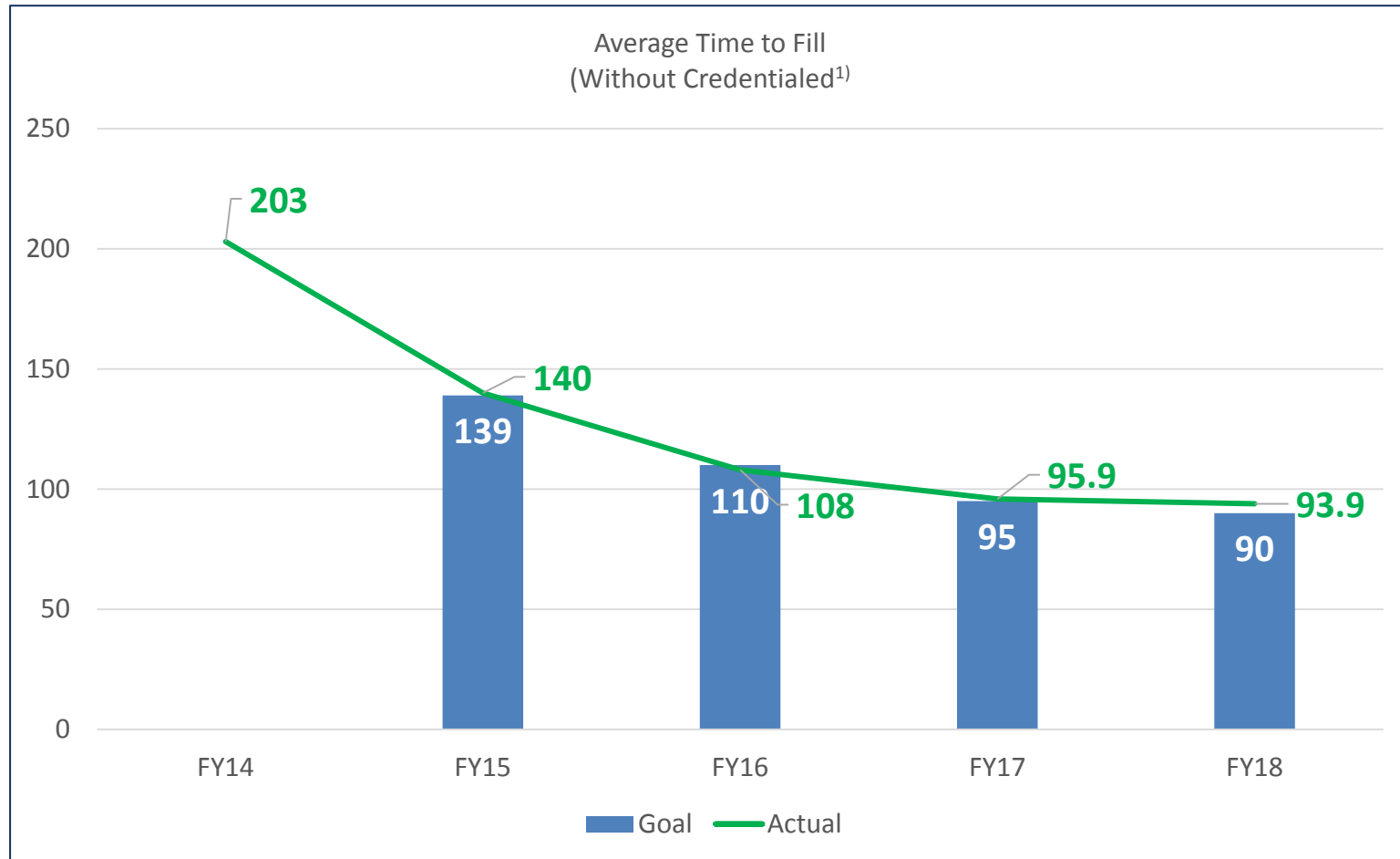


# METRICS



# Impact 2020 – CCHHS 2018 HR Strategies\*

## Improve/Reduce Average Time to Hire\*



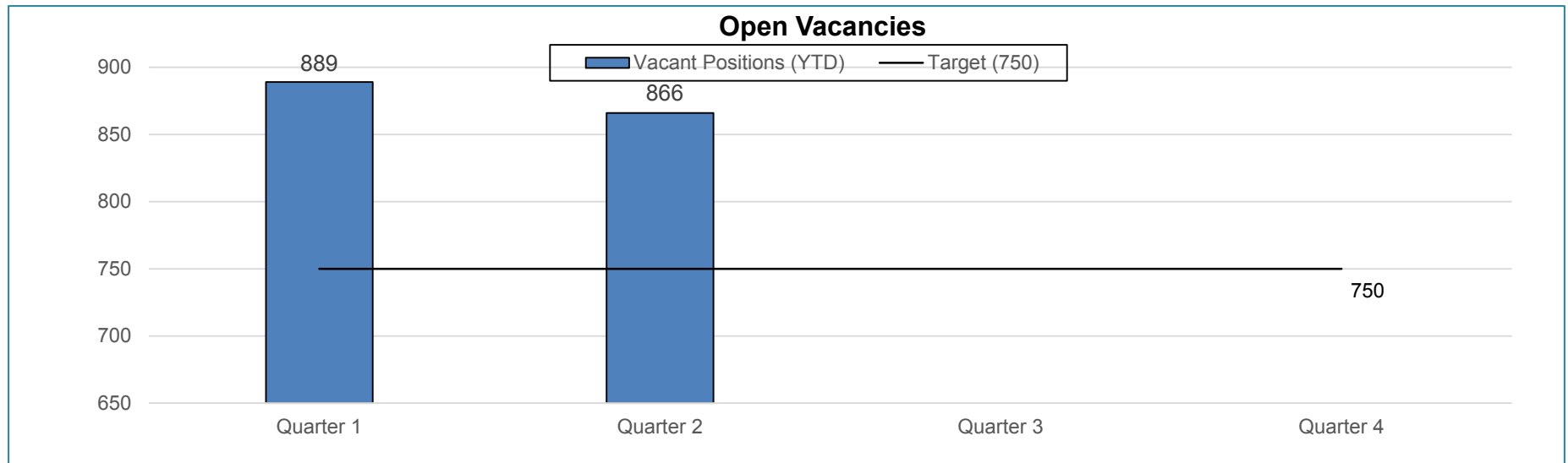
<sup>1</sup>Credentialed Positions: Physicians, Psychologist, Physician Assistant I and Advanced Practice Nurses.

\*Data thru 05/31/2018

# CCHHS HR Activity Report - Open Vacancies

Our goal is to maintain our total vacancies equal to or below 750.

Description	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	
<b>Vacancy Number:</b>	836	899	901	889	896	877							<b>866</b>
<b>Add Separations:</b>	91	32	30	42	29	27							<b>251</b>
<b>Less External Vacancies Filled:</b>	28	30	42	35	48	38							<b>221</b>
<b>FY18 TOTAL:</b>	<b>899</b>	<b>901</b>	<b>889</b>	<b>896</b>	<b>877</b>	<b>866</b>							<b>-30 Net New</b>



FY17: Thru 05/31/2017 Separations (238) & External Hires (271) = 33 Net New

FY18: Thru 05/31/2018 Separations (251) & External Hires (221) = -30 Net New

Page 30 of 32



**COOK COUNTY HEALTH & HOSPITALS SYSTEM**  
**CCHHS**

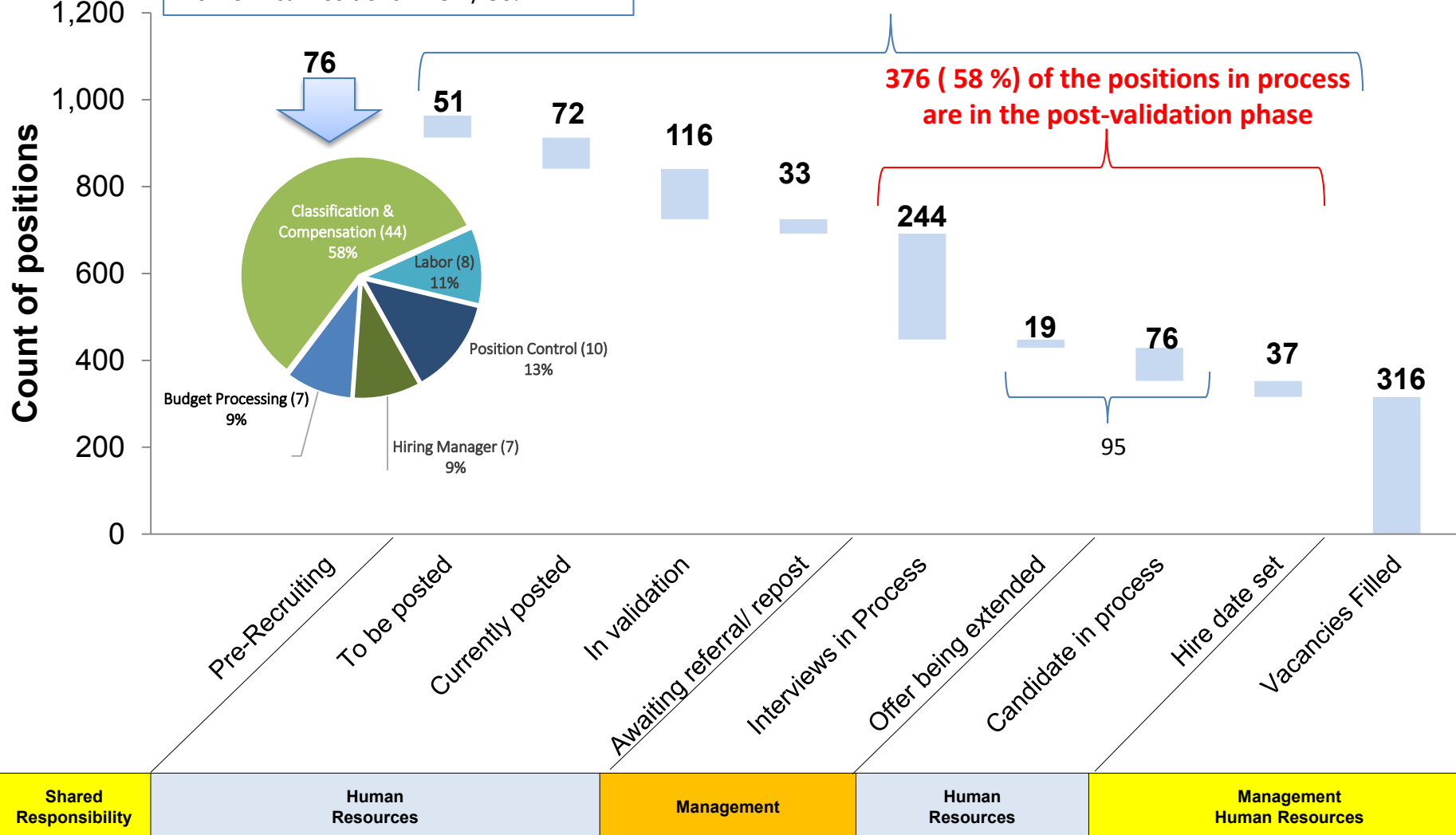
CCHHS Human Resources Committee | 06/21/2018

# CCHHS HR Activity Report – Hiring Snapshot

Thru 05/31/2018

Clinical Positions – 454 / 70%  
Non-Clinical Positions – 194 / 30%

648 Positions in process



# HR Activity Report – Licensed Nurses Hiring Snapshot

149/75% of 198 Positions in process are in-patient

Thru 05/31/2018

198 Nursing Positions in process

